6 June 1978

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MEMORANDUM FOR: Director of Central Intelligence

FROM   :

Chairman, NFAC Management Advisory Group

SUBJECT   : Creation of an Intelligence Specialist Corps
              within NFAC

In response to your request at our 15 March meeting, this memorandum presents an elaboration of the MAG proposal to create an "intelligence specialist" or "senior analyst" corps within NFAC. We also submit suggestions for converting some NFAC managerial slots to senior analyst slots and for a career development program.

The NFAC MAG believes that greater specialization and more depth in analysis can best be fostered in NFAC by creating a cadre of analysts who are isolated from managerial pressures. Efforts have been made in the past, and a new drive is currently underway, to identify some slots for supergrade analysts. Much as we approve, we doubt this will provide more than a temporary solution, given the constant pressures on higher graded analysts to take on supervisory responsibility or to assume "non-supervisory" staff positions.

The NFAC MAG believes that the establishment of a distinct cadre of intelligence specialists provides the best, and perhaps the only, effective buffer against such pressures.* A commitment to reserve a specified number of senior positions for intelligence specialists should prove a major asset in attracting highly qualified personnel--both through lateral entry and regular recruitment channels. Moreover, it would facilitate the retention of first-rate

*See table 1 for a graphic demonstration of how many Non-supervisory positions (as defined by the Office of Personnel) now are filled by analysts performing essentially staff functions. For the purposes of our paper, an "analyst" is defined as one who spends more than half of his or her time involved in original research and writing. A breakdown by grade of the number of supervisory, non-supervisory, and "analytical" positions found in the largest NFAC offices appears in the Annex.

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